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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Financial performance report for the period from 1 July 2004 to 30 June 2005 and proposed budget for the period from 1 July 2006 to 30 June 2007 of the United Nations Logistics Base at Brindisi

Report of the Advisory Committee on Administrative and Budgetary Questions

Appropriation for 2004/05	$28,422,000
Expenditure for 2004/05	$28,184,700
Appropriation for 2005/06	$31,513,100
Proposal submitted by the Secretary-General for 2006/07	$35,621,200
Recommendation of the Advisory Committee for 2006/07	$35,621,200

I. Introduction

1. **The Advisory Committee recommends acceptance of the proposal of the Secretary-General on the financing of the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2006 to 30 June 2007.** The Committee's observations and recommendations with regard to the administration and management of the Logistics Base may create opportunities for synergies and savings.

2. The documents used by the Advisory Committee in its consideration of the financing of the Base are listed at the end of the present report.

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II. Financial performance report for the period from 1 July 2004 to 30 June 2005

3. On the recommendation of the Advisory Committee, the General Assembly, in resolution 58/297 of 18 June 2004, appropriated an amount of $28,422,000 gross for the maintenance of the Logistics Base for the period from 1 July 2004 to 30 June 2005. The total amount of appropriation has been assessed on Member States.

4. As indicated in the report of the Secretary-General on the financial performance of the Base (A/60/700), expenditures for the period amount to $28,184,700 gross ($26,580,000 net), which is $237,300 gross lower than the amount of appropriation.

5. Section IV of the performance report contains an analysis of variances between actual expenditures and apportionment for the period 2004/05. The Committee observes that although the performance data show a net decrease of $237,300 (gross), there were cost overruns under a number of budget lines, namely: national staff ($114,400), information technology ($252,500) and other supplies, services and equipment ($298,500). The increased requirements under national staff are due to a lower than anticipated vacancy rate and to the appreciation of the euro (the currency in which local salaries are paid) against the United States dollar. As indicated in section IV, paragraph 14 of the performance report, the additional requirements under information technology services reflect charges of $326,000 that were inadvertently recorded under this budget line instead of communications, which shows savings of $376,200. The additional requirements of $298,500 under other supplies, services and equipment are due mainly to a loss on exchange due to appreciation of the euro against the United States dollar.

6. The comments of the Advisory Committee on the information in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period 1 July 2006 to 30 June 2007 in the paragraphs below.

7. **The Committee notes that progress has been made in the presentation of the performance data of the Logistics Base against the planned results set out in the 2004/05 budget. The Committee observes that most performance indicators are measurable and relevant to the expected accomplishments; an explanation is provided of significant variations in performance indicators, compared with the planned output.**

8. The Secretary-General, in his report on liabilities and proposed funding for After-Service Health Insurance (ASHI) benefits (A/60/450 and Corr.1), proposed a number of measures that needed to be taken to fund and account for the accrued liabilities for ASHI benefits; the measures provided, inter alia, for the transfer of $250.0 million from unencumbered balances and savings on, or cancellation of prior period's obligations of, active peacekeeping missions as at the end of the fiscal year 2005. **Depending on what the General Assembly may decide, there may be a consequential impact on the financing of the United Nations Logistics Base at Brindisi and peacekeeping operations.**

III. Information on performance for the current period

9. The Advisory Committee was informed that the cash available for the Logistics Base as at 27 March 2006 was $49.2 million and that unliquidated obligations for the period from 1 July 2004 to 30 June 2005 amounted to $1.8 million.

10. The Advisory Committee was informed that, as at 28 February 2006, the incumbency for the Base was as follows:

	Authorized	*Incumbered*	*Variance*	*Vacancy/delayed deployment rate (percentage)*
International staff	37	35	2	5.4
National staff	165	136	29	17.6

11. **The Committee notes that progress has been achieved by the administration of the Base in promptly recruiting candidates to fill additional posts authorized by the General Assembly for the current financial period.**

12. The Advisory Committee was provided with expenditure data for the period from 1 July 2005 to 30 June 2006 as at 28 February 2006 (see annex I below). Expenditure for the period amounted to $19,231,400 gross ($18,357,600 net) against an apportionment of $31,513,100 gross ($29,280,000 net).

IV. Proposed budget for the period from 1 July 2006 to 30 June 2007

A. Mandate and planned results

13. The Advisory Committee notes that the presentation of the framework is based on a single support component; the outputs are grouped under the following core support functions: strategic deployment stocks and United Nations reserve stocks management; communications hub and information technology network operations; training; aviation safety and management and administration of the United Nations Logistics Base at Brindisi. Most indicators of achievement and outputs are measurable and relevant to the expected accomplishments (see also para. 7 above). The Committee notes that unlike the budget for the period 2005/06 (A/59/691), the Logistics Base framework for the financial period 2006/07 (A/60/711) does not include the San Vito refurbishment project.

14. The Advisory Committee sought information on the current status of the San Vito project and was informed that negotiations with the Government of Italy were under way. The Committee was also provided, upon request, with additional information on the development of ideas contained in paragraphs 24 to 40 of the report of the Secretary-General on the implementation of the strategic deployment stocks (A/59/701). The related information is contained in annex II below.

B. Resource requirements

15. Estimated requirements of $35,621,200 gross ($33,086,000 net) are proposed for the maintenance of the Logistics Base for the period from 1 July 2006 to 30 June 2007. This represents an increase of $4,108,100 in total gross resources (or 13.0 per cent) in relation to the apportionment for the period from 1 July 2005 to 30 June 2006. As indicated in the table "Financial resources" of the summary on page 2 of the report of the Secretary-General on the budget document (A/60/711), this total comprises an increase of $2,825,300, or 19.2 per cent, in civilian personnel costs and an increase of $1,282,800, or 7.6 per cent, in operational costs.

1. Civilian personnel

Category	*Approved for 2005/06*	*Proposed for 2006/07*
International staff	37	47
National staff	165	169

Recommendations on posts

16. *Establishment of eight international posts (1 P-5, 3 P-4 and 4 P-3) and two national posts for establishing a training delivery cell at the Base.* The Committee notes that in conjunction with the proposed establishment of these 10 posts, the Department of Peacekeeping Operations would abolish five Professional posts budgeted in 2005/06 under the support account, in the Integrated Training Service (1 P-5, 2 P-4 and 2 P-3). As indicated in the budget submission (A/60/711, para. 10 (a)), "an integrated team of trainers is proposed to be established at the Logistics Base to provide peacekeeping training delivery capacity at the Logistics Base, to support training conveyed by the United Nations training assistance teams in Member States, to support delivery of training organized in national and regional peacekeeping training centres, as well as in integrated mission training centres". Additional information on staffing requirements related to the training programme of the Base and on the Training Strategy for United Nations Peacekeeping Operations is provided in annex III below. **The Advisory Committee recommends the establishment of eight international Professional posts (1 P-5, 3 P-4 and 4 P-3) and two national General Service posts for the Training Delivery Cell at the Logistics Base (see also para. 23 below).**

17. *Establishment of two national General Service staff posts in the Finance Office* owing to the transfer to the Office of invoice processing functions from the Procurement Office and the Personnel Section. The proposed establishment of these posts will be offset by the abolishment of two national General Service posts in the Procurement Office (1GS/LL) and the Personnel Section (1GS/LL). **The Committee has no objection to this proposal.**

18. *Establishment of one national General Service staff post in the Administrative Support Services* to deal with occupational safety and security of the personnel. As indicated in the budget submission (ibid., para. 10 (c)), the staffing of the General Services and Security Office of the Logistics Base has remained at the same level since inception of the Base, notwithstanding the overall increases in the staffing and expansion of the Base in its operations. **The Committee recommends acceptance**

of the proposal to establish one national General Service post for an Occupational Safety and Security Assistant.

19. *Establishment of one national staff post under the Administrative Support Services for a full-time nurse in the Logistics Base Medical Clinic.* As indicated in the budget submission (ibid., para. 10 (d)), the responsibilities of the post would include, in addition to attending to patients, the preparedness of staff travelling to missions or reassignments, including administration of vaccines, provision of health education and addressing occupational health issues, as well as coordination with the Headquarters Medical Services and local counterparts in case of medical emergencies. The Committee notes that the Logistics Base Clinic is currently staffed by one locally contracted part-time physician and one medical assistant, both on service contracts, who are responsible for provision of medical care and advice, and of referral to specialists. **The Advisory Committee recommends approval of the establishment of this post.**

20. *Establishment of two P-3 posts of Aviation Safety Officers in the Technical Support Services.* These posts are proposed in connection with the establishment of a regional aviation safety office at the Logistics Base which would service, in addition to the Base itself, the United Nations Mission in Kosovo (UNMIK) and the United Nations Observer Mission in Georgia (UNOMIG). The Committee notes that the proposal to establish a regional aviation safety office at the Logistics Base stems from the recommendation of the Office of Internal Oversight Services that instead of employing aviation safety officers in individual missions, regional safety offices should be established in strategic locations worldwide (see the related report of OIOS in document A/59/347). The Committee also notes that in conjunction with the proposed establishment of a Logistics Base regional aviation safety office, three posts of Aviation Safety Officers will be abolished (1 P-3 post in UNOMIG and 2 FS posts in UNMIK). **The Advisory Committee recommends the establishment of two P-3 posts of Aviation Safety Officers.**

21. *Establishment of one P-3 post of Information Systems Officer in the Technical Support Services.* The proposal stems from the first phase of the Department of Peacekeeping Operations' disaster recovery and business continuity management plan, which provides for the establishment of in-theatre, on-site redundant data centres in peacekeeping operations and out-of-theatre data centres that are close to mission areas, as well as one at the Logistics Base. As indicated in the budget submission (A/60/711, para. 10 (f)), the incumbent of the post would be responsible for managing the data storage planning, as well as for provisioning and allocation of disaster recovery storage systems at the Base. The Committee notes that a change is also foreseen in the management of the Network Control Centre and wide area network engineering at the Logistics Base as a result of which a number of information technology functions would be outsourced with a consequential abolition of one Field Service post of Information Technology Coordinator. **The Advisory Committee recommends approval of the establishment of one P-3 post and the abolition of one Field Service post in the Communications and Information Technology Office.**

2. Operational costs

Apportioned 2005/06	*Proposed 2006/07*
$16 815 700	$18 098 500

22. The estimated operational requirements of $18,098,500 (gross) reflect an increase of $1,282,800, or 7.6 per cent, compared with the apportionment of $16,815,700 for the current period. The increase, which falls mainly under the budget line "Other supplies, services and equipment" ($1,554,400), is, as indicated in the budget submission (ibid., para. 24), "due mainly to a provision for a support services contract replacing the previous practice of employing individual contractors". The Committee recalls in this connection that additional information on the Logistics Base policy to discontinue hiring individual contractors for non-core functions and surge requirements was provided to the Committee in the context of its consideration of the budget submission of the Base for the financial period 2005/06 and is contained in annex V to the Advisory Committee's report of 13 April 2005 (A/59/736/Add.2).

Training

23. **The Advisory Committee regrets the absence in section V of the budget submission of information on the implementation of observations and recommendations of the Committee on the training programme conducted at the Logistics Base and its impact on outputs or activities implemented by the Base (see A/59/736/Add.2, para. 26).** Moreover, the Committee observes that the Board of Auditors indicated in paragraph 117 (e) of its report[1] that the effectiveness of procurement training had not been evaluated at the Logistics Base. **The Committee trusts that the next budget submission for the Base will contain detailed information on the evaluation of effectiveness of all the Department of Peacekeeping Operations training programmes implemented by the Base. The Committee also requests that information be provided on the level of cooperation in training programmes between the Training Delivery Cell of the Logistics Base, the United Nations University and the United Nations Staff College.**

Other matters

24. The Advisory Committee recalls that the Board of Auditors, in the summary of its findings, indicated that "the receiving and inspection process at UNLB had not been performed in all cases within the 20-day time frame as established by the Department of Peacekeeping Operations".[2] **The Committee expects that the next budget submission for the Base will contain information on measures taken to address the Board's finding.**

25. The Committee also notes from table II.10 of the Board of Auditors' report that, in the fiscal year 2004/05, the Logistics Base raised 81 per cent (100 per cent in respect of strategic deployment stocks) of obligations in the last quarter. The Committee discussed with the Chief Administrative Officer of the Base the pattern

[1] *Official Records of the General Assembly, Sixtieth Session, Supplement No. 5* (A/60/5 (Vol. II)).
[2] Ibid., chap. II, p. 15.

of expenditures and was informed that efforts would be made to even out the budget implementation to the extent possible.

26. The Advisory Committee recalls that the General Assembly, in paragraph 7 of its resolution 59/299, reiterated the need to implement, as a matter of priority, an effective inventory management standard, especially in respect of peacekeeping operations involving high inventory value. The Committee was informed that although the Logistics Base is currently using the Galileo and Mercury inventory management systems, further efforts will be made to improve asset management at the Base. **The Committee requests that information in this respect be included in the next budget submission for the Logistics Base.**

Use of the United Nations Logistics Base to provide efficient and economical communications and information technology services, as well as other services, for United Nations peacekeeping and Headquarters clients

27. The General Assembly, in its resolution 59/299 of 22 June 2005, requested the Secretary-General to undertake an analysis of how the Logistics Base could best be utilized to provide efficient and economical communications and information technology services, as well as other services, for United Nations peacekeeping operations and Headquarters clients. The Secretariat conducted a review of those operations and identified the functional areas that could be undertaken at the Base. The report of the Secretary-General (A/60/715) presents information on the results of the review.

28. The Committee notes that during the fiscal year 2006/07 it is proposed to establish at the Logistics Base a Regional Aviation Safety Office and a Training Delivery Cell. Observations and recommendations of the Advisory Committee on proposed staffing requirements of the Aviation Safety Office and the Training Delivery Cell of the Base for the financial period 2006/07 are contained in paragraphs 16 and 20 above.

29. With regard to the fiscal year 2007/08, paragraphs 6 to 9 of the report of the Secretary-General (A/60/715) contain information on the establishment at the United Nations Logistics Base of air transport, engineering and Geographical Information System functions. As indicated in the report, staffing requirements related to the establishment at the Base of those additional functions would be reflected in the 2007/08 budget for the Base. **The Committee expects that full justification and a detailed cost-benefit analysis will be given in support of any proposals to establish new organizational structures at the Base; particular attention should be paid to outlining a clear delineation of responsibilities among field missions, the Base and Headquarters for new functions to be assigned to the Base.**

30. The Committee notes from paragraph 16 of the Secretary-General's report (A/60/715) that it is proposed to establish a secondary active communications facility and a disaster recovery and business continuity centre for information and communications technology. This would ensure the safety of the United Nations information/data assets in the event of a catastrophic incident and provide continuous voice, data and video services in cases of short-term disruptions. As also indicated in paragraph 16 of the report, proposals from Member States to host the centre are currently being evaluated with a final recommendation to be submitted to the legislative bodies at the resumed sixtieth session of the General Assembly.

31. The Committee notes that the Secretary-General's report (A/60/715) does not call for endorsement of any new functions to be established at the Logistics Base during the financial period 2007/08. **The Advisory Committee recommends that the General Assembly take note of the Secretary-General's report.**

Cost-benefit analysis on the issue of the transfer of vehicles with high mileage to the United Nations Logistics Base at Brindisi, Italy, to other missions and to upcoming United Nations peacekeeping operations

32. The Committee observes from paragraph 2 of the report of the Secretary-General (A/60/699) that the Department of Peacekeeping Operations limits the transfer to the Logistics Base of transportation assets that have high value, and long-life items such as engineering equipment, airfield support equipment, firefighting equipment, heavy trucks, and mine-protected and armoured vehicles. Transfer of light vehicles is undertaken on an exceptional basis in order to meet those immediate operational requirements that cannot be met from strategic deployment stocks or that cannot be met owing to procurement lead times. Paragraphs 3 to 6 of the report provide information on the transfer of 150 used light 4x4 vehicles from UNMIK to the United Nations Operation in Côte d'Ivoire (UNOCI) and 20 light 4x4 vehicles from the United Nations Verification Mission in Guatemala (MINUGUA) to the United Nations Stabilization Mission in Haiti (MINUSTAH).

33. As indicated in paragraph 7 of the report, the Secretariat will continue to review the transfer of high-mileage 4x4 vehicles to new and expanding missions, as exceptions and on a case-by-case basis, keeping in view the operational needs, the condition of vehicles and the cost-effectiveness of such shipments.

34. **The Advisory Committee recommends that the General Assembly take note of the Secretary-General's report.**

V. Conclusion

35. The action to be taken by the General Assembly in connection with the financing of the Logistics Base for the period from 1 July 2004 to 30 June 2005 is indicated in paragraph 26 of the performance report (A/60/700). **The Committee recommends that the unencumbered balance of $237,300 gross, as well as other income/adjustments for the period ended 30 June 2005 in the amount of $1,161,900, be credited to Member States in a manner to be determined by the General Assembly.**

36. The actions to be taken by the General Assembly in connection with the financing of the Logistics Base for the period from 1 July 2006 to 30 June 2007 are indicated in paragraph 25 of the proposed budget (A/60/711). **The Advisory Committee recommends acceptance of the proposal of the Secretary-General on the financing of the Base during the financial period 2006/07.**

Documentation

- General Assembly resolutions 58/297 and 59/299 on the financing of the United Nations Logistics Base at Brindisi, Italy
- Report of the Secretary-General: performance report on the budget of the United Nations Logistics Base at Brindisi for the period from 1 July 2004 to 30 June 2005 and implementation of the strategic deployment stocks, including the award of contracts for procurement (A/60/700)
- Report of the Secretary-General on the proposed budget for the United Nations Logistics Base for the period from 1 July 2006 to 30 June 2007 (A/60/711)
- Report of the Secretary-General on the use of the United Nations Logistics Base to provide efficient and economical communications and information technology services, as well as other services, for United Nations peacekeeping and Headquarters clients (A/60/715)
- Report of the Secretary-General on the cost-benefit analysis on the issue of the transfer of vehicles with high mileage to the United Nations Logistics Base at Brindisi, Italy, to other missions and to upcoming United Nations peacekeeping operations (A/60/699)
- Report of the Advisory Committee on Administrative and Budgetary Questions on the financial performance of the United Nations Logistics Base at Brindisi (A/59/736/Add.2)
- Report of the Board of Auditors on the accounts of United Nations peacekeeping operations for the financial period ended 30 June 2005 (A/60/5 (Vol. II) and Corr.1)

Annex I

Actual expenditures for the period from 1 July 2005 to 30 June 2006

(Thousands of United States dollars)

Category	*Apportionment*	*Expenditures as at 28 Feb. 2006*
Military and police personnel		
Military observers	—	—
Military contingents	—	—
Civilian police	—	—
Formed police units	—	—
Subtotal	—	—
Civilian personnel		
International staff	4 705.0	2 953.8
National staff	9 992.4	3 604.8
United Nations Volunteers	—	—
Subtotal	**14 697.4**	**6 558.6**
Operational costs		
General temporary assistance	—	118.0
Government-provided personnel	—	—
Civilian electoral observers	—	—
Consultants	286.0	145.4
Official travel	220.0	132.5
Facilities and infrastructure	4 736.5	4 020.3
Ground transportation	1 482.1	1 037.3
Air transportation	—	—
Naval transportation	—	—
Communications	4 410.2	3 120.4
Information technology	3 856.7	2 701.7
Medical	280.0	223.7
Special equipment	—	—
Other supplies, services and equipment	1 544.2	1 173.5
Quick-impact projects	—	—
Subtotal	**16 815.7**	**12 672.8**
Gross requirements	**31 513.1**	**19 231.4**
Staff assessment income	2 233.1	873.8
Net requirements	**29 280.0**	**18 357.6**
Voluntary contributions in kind (budgeted)	—	—
Total requirements	**31 513.1**	**19 231.4**

Annex II

I. Current status of San Vito

1. No funding has been authorized for San Vito. The United Nations Logistics Base at Brindisi budget proposal for 2005/06 (A/59/691) included a proposal of expansion of the Logistics Base to San Vito to create an alternate site for Department of Peacekeeping Operations disaster recovery and business continuity operations and a storage site for strategic deployment stocks vehicles. The approved 2005/06 budget did not include provisions for the expansion, and neither does the proposed 2006/07 budget.

2. Besides San Vito, the Department of Peacekeeping Operations is investigating other potential locations for the alternate communications hub. The Secretariat has invited hosting proposals from those Member States that fulfil generic requirements, including requirements for satellite coverage as well as commercial power supply and communications infrastructure. While exploring these options, the Department has requested, and the Government of Italy is considering, the possibility to reserve certain areas in San Vito for potential use by the Department. The Department's interest in San Vito, therefore, is contingent. The Department has not committed to taking any space in San Vito. This position has been communicated to the Italian Government.

3. The Secretariat is also exploring options for a storage site for strategic deployment stocks vehicles.

4. Approval of the projects by the General Assembly will be sought in accordance with the Financial Regulations and Rules of the United Nations.

II. Development of ideas contained in paragraphs 24 to 40 of document A/59/701

Management of strategic deployment stocks

1. **Headquarters is to identify and prioritize the release of strategic deployment stocks to missions.** The Department of Peacekeeping Operations has introduced a material resourcing plan, a procedure for new missions. A coordinated procedure of strategic deployment stocks issuance to existing missions has been established to reduce delays in dispatch and reconstitution of such stocks. Release of strategic deployment stocks is also offset by issuance of surplus items available in the United Nations Reserve and by transfers from other missions.

2. **The Secretariat has finalized an extensive set of policies and procedures defining the deployment concept for strategic deployment stocks and the roles, responsibilities and procedures for its planning, deployment, replenishment, rotation, accounting and support.** These documents were approved by the senior management of the Department of Peacekeeping Operations on 30 January 2006 and will be reviewed annually.

3. **Revolving inventory management of strategic deployment stocks.** An interim replenishment tracking tool based on Lotus Notes is being implemented. The Secretariat has introduced limited enhancements to the Integrated Management

Information System (IMIS) to account for replenishment activities of strategic deployment stocks.

4. **Rotation.** Strategic deployment stocks asset managers routinely rotate items which have a short shelf life. The Department of Peacekeeping Operations has developed a rotation procedure and it will be revised annually in accordance with the composition review. The Galileo inventory management system is used to monitor the shelf life of items in strategic deployment stocks.

5. **Release.** The Secretariat has established a practice whereby material release orders issued to the Logistics Base include the freight forwarding account number, which is obtained from the respective missions. This will reduce delay in preparation and consolidation of shipments.

6. **Outsourcing of medical strategic deployment stocks inventory management to a vendor.** This modality has required adjustments to the recording of United Nations-owned equipment in the property management procedures. Other vendor-managed inventories will be explored, for example, in firearms and other specialized equipment.

7. **Increasing the rate at which stocks are delivered above current levels will require modern approaches to material management. Also, additional surge requirements that exceed the Logistics Base's capacity, including temporary hiring of additional contracted support, will need to be resourced using the budgets of the receiving missions if they exceed planned levels of Logistics Base support.** The current capacity of the Base to manage strategic deployment stocks is based on a continuous and levelled material flow. To address peaks in material operations, the Base is introducing a service contract for the provision of labour, whose use can be funded by receiving missions. A period of reduced strategic deployment stocks demand may also require additional resources at the Base as the need to maintain stocks increases.

8. **All aspects of material management require development of new procedures at the Logistics Base and at new mission start-ups in order to support rapid and frequent deployment of strategic deployment stocks.** New instructions on sampling techniques for receipt and inspection were introduced at the Base on June 2005. The Base is engaged in the training of personnel to adopt streamlined inspection procedures. Some aspects of the Organization's property management principles still constrain strategic deployment stocks material management. For example, the requirement to label all non-expendable items' bar codes requires the opening and resealing of all packages upon receipt. Likewise, strategic deployment stocks items are inspected twice, once at the Base and once in the receiving mission. This is a process which could be streamlined for strategic deployment stocks items, as they have been already inspected and tested at the Base, to ensure that items are dispatched to mission in full working condition and with high operational readiness.

9. **System integration is essential prior to the release of strategic deployment stocks from the Logistics Base.** The Base is using external service providers to augment capacity to provide systems integration, for example, installing radios in vehicles. A dedicated facility for the integration of Mobile Deployable Telecommunications vans has been established at the Base.

10. **Contemporary logistics management practices to meet the material management requirements at the Logistics Base and at missions.** The Department of Peacekeeping Operations has identified the requirement to input data from bar-code readers. The Base is piloting a project to assign bar codes to the packaging of consumable items and will study the feasibility of introducing further automated material tracking systems to all strategic deployment stocks items.

11. **There is a need to ship strategic deployment stocks in smaller shipping units to locations that do not have adequate handling equipment. In addition, both the strategic deployment stocks programme and troop-contributing countries will deploy material handling equipment at an early stage of mission deployment.** Strategic deployment stocks material-handling equipment will be deployed in the flyaway kits and initial shipments of strategic deployment stocks to facilitate handling at destination. Strategic deployment stocks will also use air-transportable containers and equipment on trailers or vehicles which do not require heavy handling equipment.

12. **All high value equipment will be shipped in inconspicuous containers.** The Logistics Base has introduced colour-coded external markings in strategic deployment stocks containers, which assist in identification and organization of cargo at destination without disclosing their content. High value and attractive items are securely stored at the Base.

13. **Technical support teams.** The concept of temporary technical support teams is included in the strategic deployment stocks policy and procedures. Deployment of such teams requires the approval of the Assistant Secretary-General for Peacekeeping Operations to avoid duplication of support structures in missions. The Logistics Base maintains a limited capacity to temporarily support missions with experienced staff.

14. **The Galileo inventory management system will be implemented in all new missions prior to the arrival of major items of strategic deployment stocks.** Since June 2005, all peacekeeping missions are using Galileo.

15. **Adequate receipt and inspection capacity must be built into the rapid deployment teams, and the staff required for port operations and receipt and inspection must be deployed prior to the arrival of strategic deployment stocks in the mission area.** This capacity remains a critical factor for effective and timely mobilization of all United Nations-owned equipment in new missions.

16. **The practice of supporting existing missions with strategic deployment stocks on a case-by-case basis has proved to be beneficial.** The Department of Peacekeeping Operations continues to provide limited strategic deployment stocks support to existing peacekeeping and political missions. The Department will also issue to existing missions items which require to be rotated from strategic deployment stocks inventory. In exceptional cases, strategic deployment stocks items may also be considered for support of relief and emergency efforts of other United Nations entities or counterparts.

Annex III

I. Staffing requirements related to the training programme of the United Nations Logistics Base at Brindisi; Training Strategy for United Nations Peacekeeping Operations, 2006-2008

Background and current staffing of Integrated Training Service

1. On 1 November 2005, the Under-Secretary-General for Peacekeeping Operations approved the creation of the Integrated Training Service (ITS) in the Department of Peacekeeping Operations. The new Service was to report to the Director of Change Management pending finalization of the ongoing overall review of departmental structure.

2. In creating ITS, the full staffing (20 posts) of the Training and Evaluation Service in the Military Division and 7 training positions from the Civilian Training Section (CTS) in the Personnel Management and Support Service (PMSS) were transferred, totalling 27 posts. (As highlighted in other supplementary information, the Career Development Unit consisting of five posts had been merged with CTS in 2004. On the creation of ITS, this element remained within PMSS.)

3. With the proposed transfer of 5 of these posts to the Training Delivery Cell in the United Nations Logistics Base, and the addition of 3 new posts, the staff in ITS, New York, will comprise 25 posts.

Proposals for ITS as of 1 July 2006

4. The attached organization chart details the proposed structure of ITS effective 1 July 2006. With a view to maximizing efficiencies in the delivery of service to missions and other training clients, it is proposed that the Training Delivery Cell of the Integrated Training Service would be located at the United Nations Logistics Base with effect from 1 July 2006.

5. The key functions of each of the elements of ITS are as follows:

Programme management

- Plan and execute the ITS programme management of activities based on results-based budgeting
- Implement a programme of training-related activities; implement and provide oversight for the ITS activity programme
- Draft the annual ITS programme of activities and performance report
- Administer and monitor the ITS support account budget
- Committee representations
- Programme evaluation and reporting
- Liaise, coordinate and engage with regional organizations in regard to peacekeeping training

- Develop evaluation methodology to evaluate the results of peacekeeping training for the Department of Peacekeeping Operations
- Develop daily course evaluation and overall review forms
- Develop and establish criteria and weightings to be used in peacekeeping training evaluation
- Design and tailor evaluation formats for specific missions

Training development

- Develop training policies and strategies for ITS
- Conduct training needs analysis
- Design and develop curriculum and syllabus based on analysis in order to fill training gaps
- Conduct standard training module (STM) reference group seminar
- Conduct development workshops for mission Joint Mission Analysis Cell (JMAC) training
- STM e-learning course development
- Delivery of standardized training material comprising standard generic training module (SGTM) 1, STM2 and STM3 to Member States, emerging contributing countries, peacekeeping missions and other peacekeeping organizations
- Maintenance and updating of 16 training modules of SGTM1, 12 modules of STM2 and 26 modules of STM3
- Conduct regional implementation seminars for STM2 and STM3

Multimedia publications

- Printing of new publications
- Reprinting of existing publications
- Translation of existing publications
- Maintenance of publications database
- Distribution of publications
- Promotion and support of distance learning programmes of the United Nations Institute for Training and Research
- Updating and maintenance of the ITS website

Mission support

- Standardization of the mission induction training guidelines for military, police and civilians in order to harmonize induction training in all field missions
- Coordinate, plan and conduct predeployment training activities to support all new peacekeeping missions (Courses for Headquarters staff, United Nations military observers and contingents)

- Support the establishment of a new Mission Training Cell and Integrated Mission Training Centre (MTC/IMTC)
- Provide training support and guidelines to MTC/IMTC through existing channels of communication
- Conduct MTC/IMTC courses annually
- Conduct training visits in support of MTCs and IMTCs

Training recognition

- Identify the elements and scope of assistance for Member States to gain recognition of courses and develop associated procedures and documentation
- Specify standard courses and standard training modules
- Collect information on Member States' peacekeeping training and similar activities
- Issue and maintain a list of recognized training courses based on national submissions and updates it regularly
- Liaise with national and regional peacekeeping Training Centre through permanent missions on peacekeeping training best practices including United Nations STM and evaluation of training
- Coordinate and sponsor officers from emerging contributing countries to attend United Nations standardized peacekeeping training courses run by existing contributing countries

Training delivery (United Nations Logistics Base)

Will conduct the following:

- United Nations military observer course
- SGTM/STM training of trainers (TOT) for African and emerging contributing countries
- Training recognition visits to national and regional peacekeeping centres
- Presentations at international peacekeeping conferences
- United Nations STM logistics course
- United Nations STM staff officers course
- Provide support to regional peacekeeping exercises/seminars
- Integrated mission training centre course
- IMTC workshops and training of trainers for e-PAS (TOT e-PAS)
- Sexual exploitation and abuse seminars
- Office of Human Resources Management (OHRM) personnel management training programme
- Travel to missions for training and evaluation visits
- Mission-specific predeployment training

- Assist new and emerging troop contributors to participate in peacekeeping training activities conducted by ITS

Proposed staffing of ITS effective 1 July 2006

6. The proposed staffing of ITS as of 1 July 2006 totals 35 posts. This is composed of the following elements:

ITS, New York

• Current staffing, United Nations Headquarters, New York	27 posts
• Proposed new posts United Nations Headquarters, New York	3 posts
• Posts proposed for redeployment to the Logistics Base from United Nations Headquarters	-5 posts
Proposed staffing, United Nations Headquarters	**25 posts**

ITS, United Nations Logistics Base

• Posts proposed for redeployment to the Logistics Base from United Nations Headquarters	5 posts
• Proposed new posts	5 posts
Proposed staffing LB	**10 posts**

7. The allocation of existing posts throughout the new structure is shown below:

Office of the Chief

1 D-1 new post (civilian post)

1 GS ex-Training and Evaluation Service (TES) (civilian post)

Programme Management Administration

1 P-4 ex-TES (seconded post)

1 P-3 ex-TES (seconded post)

1 P-3 ex-Civilian Training Section (CTS) (civilian post)

1 GS ex-TES (civilian post)

Training Development

1 P-5 ex-TES (seconded post)

1 GS ex-TES (civilian post)

STM Development

1 P-4 ex-TES (civilian post)

1 P-4 ex-TES (seconded post)

1 GS ex-TES (civilian post)

STM Maintenance

1 P-4 ex-CTS (civilian post)

1 P-3 ex-CTS (civilian post)

1 GS ex-TES (civilian post)

Multimedia Publications

1 P-4 ex-TES (seconded post)

1 P-3 ex-CTS (civilian post)

1 GS ex-CTS (civilian post)

Mission Support

1 P-4 ex-TES (seconded post)

1 P-3 ex-TES (seconded post)

1 GS ex-CTS (civilian post)

Training Recognition

1 P-4 ex-TES (seconded post)

1 P-4 ex-TES (seconded post)

1 P-3 ex-TES (seconded post)

1 P-3 ex-TES (seconded post)

1 GS ex-TES (civilian post)

Staffing located in the United Nations Logistics Base:

Training Delivery

1 P-5 ex-CTS (civilian post)

1 P-4 ex-TES (seconded post — Military)

1 P-4 ex-TES (seconded post — Police) 1 P-4 new post

1 P-3 ex-TES (seconded post — Military)

1 P-3 ex-TES (seconded post — Police)

2 P-3 new posts

2 GS new posts

8. The current functions of the five posts that are proposed to be redeployed from UNHQ (support account) to United Nations Logistics Base are as follows:

1 P-5, Chief Training Delivery Cell

The post, prior to integration of training, was the post of the Chief, Civilian Training Section, PMSS. Post-integration, the incumbent of this post heads the training delivery functions. This involves managing the training delivery team

and its activities, which include coordination and conduct of United Nations police, military and civilian training activities, managing of peacekeeping training, multimedia and publications, implementation of training policies, support to IMTCs and training cells in field missions, assistance to Member States and troop-contributing countries (TCCs)/police-contributing countries (PCCs) for standardization of peacekeeping training, and training recognition functions.

2 P-4, Training Officers (seconded officers)

Under the supervision of the Chief, Training Delivery Cell, these officers coordinate and conduct training activities, including workshops, courses and seminars in Member States. They liaise with Member States and regional and international peacekeeping training institutions, respond to training needs and provide assistance as required. They also provide support and guidance to the IMTCs and training cells in missions and deliver training or provide assistance in training delivery.

2 P-3, Training Officers (seconded officers)

The Training Officers (P-3) in the Training Delivery Cell assist the team leader to complete the training delivery activities which include coordination and conduct of Department of Peacekeeping Operations military, police and civilian training activities. The incumbents assist in providing support to the IMTCs and training cells in field missions, to Member States and TCCs/PCCs for standardization of peacekeeping training, and in implementation of training policy. They also participate in or organize seminars, courses and workshops, and deliver training as required.

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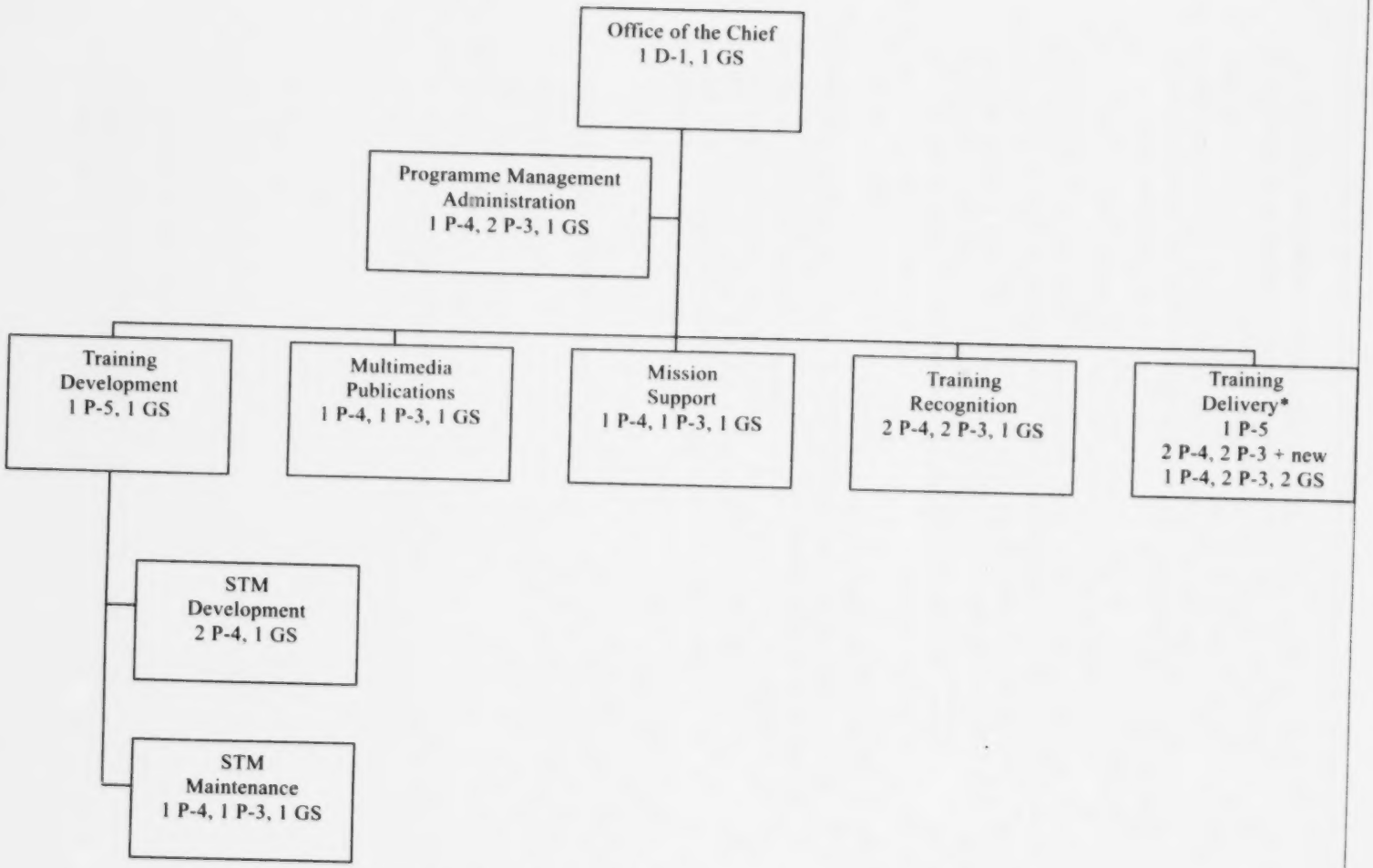
Integrated Training Service

Proposed organizational structure as of 1 July 2006



* Based in the United Nations Logistics Base at Brindisi.

II. Training Strategy for United Nations Peacekeeping Operations, 2006-2008

General

1. During the period July 2006 to June 2008 the Department of Peacekeeping Operations will seek to enhance the effectiveness of United Nations peace operations through training. This training will seek to develop increasingly expert and professional personnel in all categories — military, police and civilian. It will be based on United Nations doctrine and guidance, and will ensure that all personnel have the competencies, values, skills and knowledge needed to function in increasingly complex United Nations peace operations.

2. Two broad models of training will be used. First, for military personnel, the Department of Peacekeeping Operations will focus largely on the *development* of course content, which will be *delivered* by Member States. This is in accordance with the wishes of Member States and makes best use of the limited number of training personnel available to the Department of Peacekeeping Operations. For many police and civilian personnel, and for some United Nations-specific military functions, training will be both *developed and delivered* by the Department of Peacekeeping Operations, including the Integrated Mission Training Cells. The prioritization of development and delivery of military and police training will be formulated by the Military Adviser and Police Advisers.

3. The bulk of the training development and delivery that will be undertaken by the Department of Peacekeeping Operations will be conducted by the Integrated Training Service (ITS). Technical training required for international, national and industry regulatory standards or contractual obligations, however, will remain the role of the Department of Peacekeeping Operations Service Chiefs responsible for technical service delivery. ITS will serve as a coordinating body for the wider Department of Peacekeeping Operations training effort, to ensure that the Department's priorities are met, duplication is eliminated, programmes are cost-effective and that content and messages are consistent.

4. Governance mechanisms for the implementation of Department of Peacekeeping Operations Training Policy, and related accountabilities for the Department, will be detailed in separate Department of Peacekeeping Operations official. guidance, including the Department of Peacekeeping Operations Training Policy and Standard Operating Procedures.

Aim

5. The aim of the Department of Peacekeeping Operations training programme will be to prepare and enhance the competencies, values, skills, knowledge and behaviour of civilians, military and police personnel in United Nations peacekeeping, in order to support their professional performance in fulfilling mission mandates in an efficient and effective manner.

Target audience

6. The training target audience for peacekeeping training is all civilian, police and military employed in United Nations peacekeeping operations or to be deployed

in United Nations peacekeeping operations, Department of Peacekeeping Operations, Headquarters and Headquarters mission support activities.

Strategy for training

7. The design and implementation of the Department of Peacekeeping Operations training must support the strategic goals of the United Nations and the Department of Peacekeeping Operations. For the period 2006-2008, a major focus of training will be to:

(a) Improve operational effectiveness in multidimensional peace operations;

(b) Engage with training partners;

(c) Evaluate and report on the operational effectiveness of training;

(d) Gain maximum leverage from distance learning technology, where appropriate.

Improve operational effectiveness

8. To improve operational effectiveness the Department of Peacekeeping Operations will:

(a) Provide induction training, including, inter alia, conduct and discipline, sexual exploitation and abuse, safety and security, HIV/AIDS, etc.;

(b) Provide mission senior leadership and management training, with a focus on setting of standards, communications, managing and monitoring performance of personnel;

(c) Provide occupation-specific training for formed police units, component commanders, finance, procurement, human resource management, administration, logistics, and political, civil affairs, electoral officers and others;

(d) Provide safety and security training, in partnership with the Department of Safety and Security;

(e) Provide leadership training for leaders at all levels within the Organization and potential future leaders (The selection of mentors/trainers/resource persons should take place in consultation with the Office of Operations, the Office of Mission Support, the Military Adviser and the Police Adviser.);

(f) Provide training support to facilitate the enhanced integration of the Department of Peacekeeping Operations headquarters in line with the "Department of Peacekeeping Operations 2010" reform package;

(g) Provide comprehensive staff development programmes for Departmental staff members in accordance with PMSS and OHRM. policy, directives and programmes.

Engage with training partners

9. The Department of Peacekeeping Operations training partners will include Member States, United Nations Secretariat Departments, agencies, funds and programmes, academic training institutions, governmental and non-governmental organizations, to satisfy Departmental training needs. The Department of

Peacekeeping Operations training activities with these partners will, inter alia, include:

(a) Providing standardized training guidance and materials to missions, Member States and regional organizations;

(b) Enhancing training capacities in African and emerging contributing countries.

Evaluate and report

10. The Department of Peacekeeping Operations will review the efficiency of the training mechanisms in achieving required training and learning outcomes, by:

(a) Evaluating training to verify the effectiveness of training in achieving individual and organizational accomplishments;

(b) Applying the Kirkpatrick model using three levels of evaluation.[a]

Leverage distance learning technology

11. The Department of Peacekeeping Operations will acquire a learning management system to track the development, delivery, evaluation and updating of training material as well as recording training events and individual participants' training records to support the implementation of this strategy.

Implementation

In the Department of Peacekeeping Operations

12. ITS will lead in the implementation of the Department of Peacekeeping Operations Training Strategy and in the coordination of training in the Department. Responsibilities within the Department include:

(a) ITS will provide a programme management capability and will develop and disseminate guidelines for the generic and specialist training of all categories of personnel in United Nations peacekeeping missions. The development will be conducted in consultation with the Peacekeeping Best Practices Service, Department of Peacekeeping Operations, specialist services in the Department of Peacekeeping Operations, OHRM, United Nations missions, United Nations agencies and programmes and contributing Member States and regional organizations;

(b) Training Monitoring Committee: A Department of Peacekeeping Operations Training Monitoring Committee (TMC) will be established by the Under-Secretary-General for Peacekeeping Operations, and chaired by the Chief of the Integrated Training Service, who will also be responsible for coordinating TMC proceedings. The Department's TMCs will meet quarterly to monitor the implementation of the Department of Peacekeeping Operations and mission training programmes and budgets and to recommend changes to meet new mission and Department of Peacekeeping Operations priorities. ITS in coordination with TMC

[a] See the report of the Secretary-General dated 1 April 2004 on the training policy and evaluation system of the Department of Peacekeeping Operations (A/58/753).

will provide guidance and support to mission IMTCs in preparing budgets, training plans, implementation of Department of Peacekeeping Operations and Headquarters training priorities, and specific Headquarters-initiated programmes for the field.

In missions

13. Missions will establish Training Monitoring Committees chaired by the Chief of IMTC. The Mission Training Monitoring Committee will manage mission training programmes, implement guidelines and report quarterly to the TMC of the Department of Peacekeeping Operations, recommending changes to meet new mission and Department of Peacekeeping Operations priorities.

In Member States

14. ITS will monitor the standard of Member States training through the Training Recognition Process made up of three elements:

(a) The Training Recognition Programme is a programme which invites United Nations peacekeeping training organizations to submit their United Nations/ Standard Training Modules (STM)-based training courses for review and recognition by the Department of Peacekeeping Operations. All training for United Nations peace operations shall be eligible for Department of Peacekeeping Operations recognition of training provided by Member States;

(b) The Department of Peacekeeping Operations Training Recognition Board (TRB) will be established by the Under-Secretary-General for Peacekeeping Operations and will consider and officially recognize those courses which meet United Nations/Department of Peacekeeping Operations standards for peacekeeping training;

(c) Department of Peacekeeping Operations Recognition Certificates, signed by the Under-Secretary-General, will be issued for recognized courses conducted which will have a two-year shelf life.

15. The Training Recognition Board will be chaired by the Chief of the Integrated Training Service, who will also be responsible for coordinating TRB proceedings. The TRB will meet four times annually, to recognize the use of United Nations STMs by Member States, institutions and other agencies utilizing this material, based on recommendations made by ITS. The ITS is responsible for conducting audits of courses using STMs and providing recommendations as to whether the training delivered meets the standards required by the DPKO.

Training development

16. Department of Peacekeeping Operations standard training will be developed in accordance with International Organization for Standardization (ISO) Standard 10015. ISO 10015 is a four-stage training system to analyse, design/develop, deliver and evaluate with feedback at all stages of the training cycle. The Training Development Cell will conduct research and analysis of new training requirements.

17. Training development by the Department of Peacekeeping Operations will be coordinated by ITS through the production and reviewing of STMs which will be modular, repeatable, operationally driven and cost-effective. For civilian specializations, Department of Peacekeeping Operations Service Chiefs will be the

authority for content of the STMs, and Department of Peacekeeping Operations civilian specialists will contribute to the design, development and delivery of training.

18. Standard Training Modules will include training design specifications and documentation of selected courses. They may include a mixture of the following: (a) Trainer's Guide with training design specifications, guidance on the conduct of courses/programmes, and all participant material and documents required for the training activity; and (b) comprehensive training design specifications and documentation of selected courses only.

19. Design specifications will be suitable for a wide range of training organizations to audit and adjust existing training courses or develop more detailed training materials locally to achieve uniform results. Where not already in place, STMs will be developed by the Department of Peacekeeping Operations and delivered for all occupational groups.

Training delivery

20. Training will be delivered through recognized training programmes provided by:

(a) Department of Peacekeeping Operations, ITS, Technical and Specialist Services, consultants;

(b) United Nations missions through Integrated Mission Training Centres (IMTCs) or by Mission Training Cells or Training Focal Points as constituted in the missions;

(c) United Nations agencies and programmes;

(d) Member States, regional organizations, national and international and non-governmental training authorities.

Funding

21. Department of Peacekeeping Operations training will be funded by approved resources provided either through the Department's integrated training budget contained in the support account, regular budget funding allocated from funds centrally managed by OHRM, voluntary contributions or from funding approved for training activities in individual mission budgets.

22. This Training Strategy for United Nations Peacekeeping Operations will be reviewed annually and updated and reissued as required.